PHILIP MORRIS U.S.A.

INTER-OFFICE CORRESPONDENCE
120 PARK AVENUE, NEW YORK, NY 1001

TO: Brian Colby

DATE: April 3, 1996

FROM: Steve Sampson

SUBJECT: Cookbook Operation Bid

As you are aware, we have completed the review of the vendors who have bid on the operational aspect of the Cookbook program. After a through review of all bids, we recommend that the business be awarded to GMR for the following reasons.

1. GMR provided the lowest overall bid for the program.

2. Although their management fee is not the lowest, we have worked with GMR in the past and are confident with their ability to operate the program up to PM USA standards.

3. GMR has coordinated a similar program for Johnsonville Meat Co. and as a result has some experience in this area.

4. GMR was the contracted coordinator in the design and construction of the grill. With their relationship with the Craftsman (grill builder), we are confident that GMR will be able to handle any unforeseen problems that may occur during the program.

It is imperative that we award this bid to GMR ASAP in order to allow them the proper lead time to hire the necessary staff and make the logistical arrangements to insure that the program is a success.

Thanks for your help on this project and please let me know if you need any additional information.

FYI

Josh

Donna

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Source: https://www.industrydocuments.ucsf.edu/docs/xrfm0004